



How we develop our employee How our employee develop our company



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Eaton Automotive Systems, Bielsko-Biała

Agenda

- Introduction (company, plant, myself)
- How to find and train employees
- How to engage them
- Team building (not only work)
- Not to lose momentum
- Questions

Get to know our business.

Electrical Sector

2016 Sales \$12.6 B

- Electrical Products
- Electrical Systems & Solutions

Industrial Sector

2016 Sales \$7.1 B

- Aerospace
- Hydraulics
 - Filtration
- Vehicle

Sales	\$19.7 Billion USD
Net income	\$1.9 Billion USD
Operating Earnings per share	\$4.22

- Headquarters: Dublin, Ireland
- Chairman & CEO – Craig Arnold
- Key locations in Cleveland, United States; Shanghai, China; Morges, Switzerland; São Paulo, Brazil
- Regional engineering teams to support products and custom solutions
- Customers in more than 175 countries
- Approximately 95,000 employees

A portfolio designed to meet your power management needs.

ELECTRICAL



Power distribution and circuit protection



Backup power protection



Lighting and security



Control and automation



Structural solutions and wiring devices



Solutions for harsh and hazardous environments



Engineering services

INDUSTRIAL



Aerospace – Hydraulic and fuel systems



Automotive – Engine air mgmt., traction control and fluid products



Truck – Commercial vehicle clutches and transmissions



Filtration – Liquid filtration solutions



Hydraulics – Fluid conveyance and power and motion control products

Automotive Technologies

Fuel Efficiency, Emissions and Performance



Valvetrain

- Standard & Hollow Engine Valves
- Valve Actuation
- Roller Rocker Arms
- Cylinder Deactivation
- Pump Actuators
- Variable Valve Lift



Improved fuel economy and emissions



Torque Controls

- IntelliTrac (Electronic Controlled Differentials)
- Locking Differentials
- Limited Slip Differentials
- Hydraulically Actuated Differentials



Improved traction and performance



Fuel Emissions

- eVaptive
- On Road Refueling Vapor Recovery
- Roll Over Valve
- Grade Vent Valve
- Fill Limit Vent Valve
- Inlet Check Valve

Safety, fuel emissions and fuel vapor recovery



Transmissions

- Light Duty Manual Transmissions

Performance and ease of use



Plastics

- Under hood plastics: Pickup Pipes, Cam Covers, Injection Pipes

Lightweighting and packaging efficiency



Supercharger

- Diesel Supercharging
- TVS
- Compound Boosting



Improved fuel economy, emissions and performance



Fluid Conveyance

- Polymer Air Conditioning Lines
- Air Conditioning Lines
- Power Steering Lines
- Active Ride Suspension

Performance, noise reduction and emissions



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Bielsko-Biała

FACTS & FIGURES

Bielsko-Biała is a city in Southern Poland with the population of approx. 174,000. The city is a centre of the approx. 325,000 large Bielsko Urban Agglomeration and is a major industrial (particularly automotive), transport and touristic hub.

Neighbouring the Beskid Mountains to the south, Bielsko-Biała is composed of two former cities on opposite banks of the Biała River, Silesian Bielsko and Lesser Poland's Biała, merged in 1951.



Eaton in Bielsko

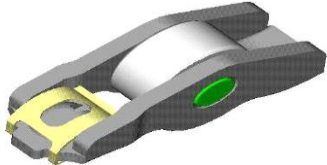


- Lease of the building
- Eaton SOP: Feb 1997
- 10.000 sqm; 1,8ha land
- Plant closure in Aug 2008

- Ground breaking: Mar 2005
- Toyota PPAP: Jan 2006:
- 33.636 sqm; 11 ha land
- 14.400 sqm potential growth

Products

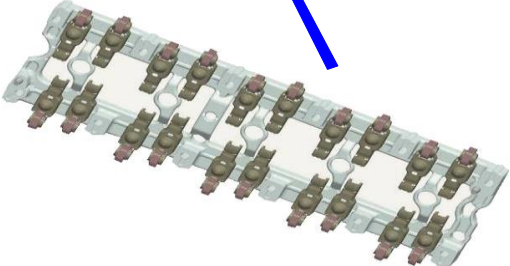
Valve Actuators



Roller Rocker Arms

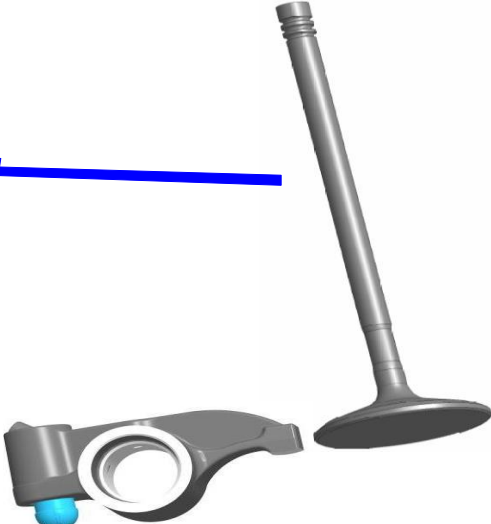


Mini Lash Adjusters



Valve Train Carrier

Valves



Cast iron RA

Eaton BB Clients



ŠKODA



Türk Traktör



Challenges...

- „Work-life balance”
- Unemployment in the region about 3,0%
- Expected high level of specialisation
- Demanding work environment
- High expectations from plant

Eaton BB challenge – labor market

EMPLOYER BRANDING ACTIONS

Cooperation with:

6 High Schools

3 Polytechnics

Dual Students:
3

Job fairs:
11

Workshops for student:
3

Mechatronic class under Eaton patronate:
1

Community Involvement actions:
8

Internships:
64

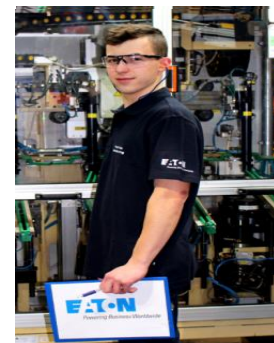
Open day for schools:
9 (200 people)

Maintenance reserve program:
14

Eaton in schools:
8

Contests for students:
4

In total: **60** ACTIONS IN 2016&2017








The background of the slide features a blurred image of a target with several arrows hitting the bullseye. The target is circular with concentric rings, and the arrows are blue and silver. The overall color palette is light blue and white.

The highest level
of respect

Give someone the opportunity to solve the
problem...

Engaging employees in CI activities

How do we do it in Eaton BB ?

				
1. INFORM	2. TRAIN & DEVELOP	3. IMPLEMENT	4. KEEP ACCOUNTABLE	5. RECOGNIZE
INFORM NEW HIRES AND CURRENT EMPLOYEES ABOUT „THE NEED” for CI	HOW DO WE TRAIN & DEVELOP CI SKILLS	WHICH TOOLS WE USE TO IMPLEMENT CI	WE DO WHAT WE SAY.	WE RECOGNIZE A GOOD JOB AND CELEBRATE IT.



Inform

NEW EMPLOYEES

New employee orientation training

- Kaizen 1 – „4P”
- TPM
- ELSS (incl. 5S+)
- ZISC – EHS training



ALREADY EMPLOYED

APEX goals for ALL EMPLOYEES

- Kaizen 1 – 4P
- EHS observation

Lead A3 or RIE for team leaders

Other communication tools

AEM, email, one-point lesson, newsletter, sharepoint,

NEW IN 2017

„Dojo” – experimental training room for operators

new



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Train & Develop - elements

Trainings

Yearly training plan

Skills matrix for ALL
Benchmark visits

Training participation

- **A3** – all professionals + team leaders (100% operators in Q3 2017)
- **RIE** – professionals + team leaders
- **ELSS certification** – 6 employees
- **6 Sigma training**
2015 – 21 employees certified 6 sigma training
2014-2016 – 112 employees – 6 Sigma internal training



BOC on production:

Maintenance reserve program

14

Smed team

13

Emergency response team

53

Teamleaders reserve program

25

Experts

Lean Tool Experts

11

Mesh champions

37

Safety Coaching Observers

2017: 112



Implement

Which TOOLS we use to implement CI

- Kaizen 1 (4P)
- eAM – maintenance system to request and track Kaizen 1 implementations
- A3, RIE, Six Sigma
- Safety observation database
- Safety coaching
- ELSS tools (TPM, SMED, SW, 5S+)



ZGŁOSZENIE 4P

10. DATA REJESTRACJI - BIEŻĄCA: _____ / _____ / 2017
GODZIN MIESIĄC

11. NR KOLEJNY Z REJESTRU: _____ / 2017

1. WYBIERZ FORMĘ WYNAGRODZENIA: (DOMYŚLNE: WYNAGRODZENIE PIENIĘŻNE)

Wynagrodzenie pieniężne Gadżet
 Pomysł oszczędnościowy

2. OPIS POMYSŁU:

Opis pomysłu:

Czy pomysł można wdrożyć: na innych obszarach: TAK NIE

Potencjalne obszary wdrożenia:

Pomysł wpływa na: Produktowność Jakość BHP i OŚ

W jaki sposób:

3. ZGŁASZAJĄCY: IMIĘ I NAZWISKO NR EWID. DZIAŁ

4. WDRAŻAJĄCY: IMIĘ I NAZWISKO NR EWID. DZIAŁ

5. OBSZAR WDRÓŻENIA:

6. Zezwalam na realizację - podpis KIEROWNIKA

Opcjonalnie - podpisy brygadistów innych zmian

7. DATA WDRÓŻENIA: _____ / _____ / 201....
GODZIN MIESIĄC

8. Pomysł wdrożony i oceniony - podpis KIEROWNIKA OBSZARU

Team of up to 3 employees

Can this Kaizen be standardized in other areas (Y/N)?

Categories: Productivity, Quality, EHS

ADKAR

Awareness: of the needs of change

Desire: to support and participate in the change?

Knowledge: about how to change

Ability: to implement the change

Reinforcement: to sustain the change



Keep accountable

What do we do to keep accountable:

Apex & CI goals for

ALL employees



- Kaizen 1 – productivity
- Kaizen 1 – quality
- Safety observation
- Participation in RIE, A3

Tier 1

bulletin board

- Information about Kaizen 1, A3, RIE, 5S+, Fast Response



Safety Coaching
112 observators

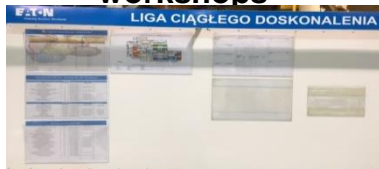
Results:
1261 (2016)



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CI league

RIE, A3, 6 sigma workshops



KAIZEN 1 DATABASE



5S+ audits and contests between departments





Recognize - elements

Verbal recognition on AEM

League CI

APEX

Prize lottery for safety observers

WCM celebration

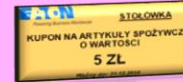
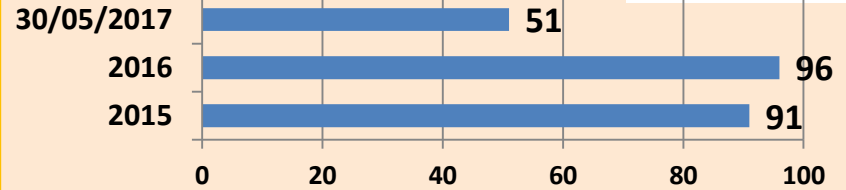
Program 5s+

Trainings & Benchmark

Merit Increase

Kaizen 1 4P

Estar in % - 2015-2017



5S+ cup vouchers



Gadgets or Cash



KOF: Zero Incident Safety Culture

Example: Hand safety



1. INFORM

All Employee Meeting
(AEM) with Plant Manager –
September 2016

Roundtable
with 15
Teamleaders



Hand Safety Team
(20 members) – meet every
week



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2. TRAIN & DEVELOP

11 one
point
lessons



Movie

Posters



3. IMPLEMENT

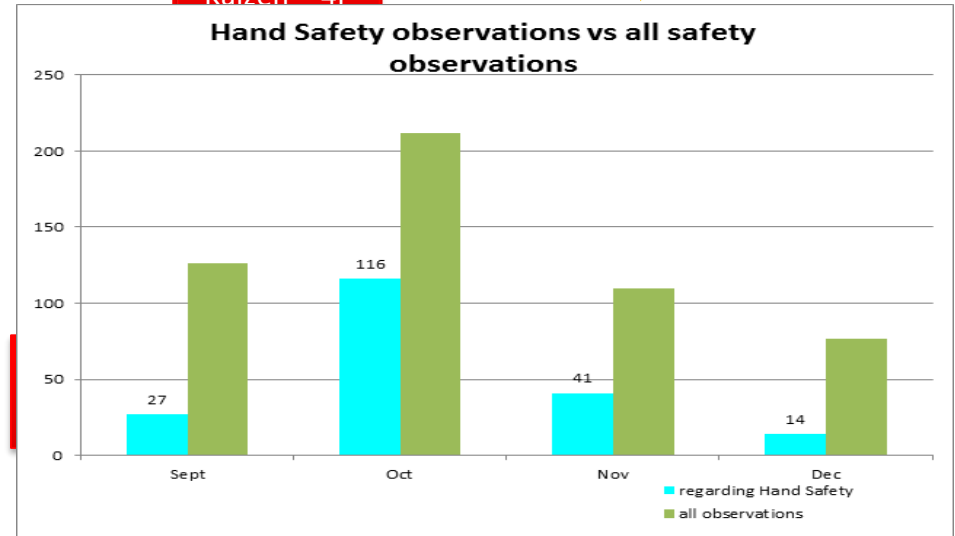
Kaizen - 4P



4. KEEP ACCOUNTABLE



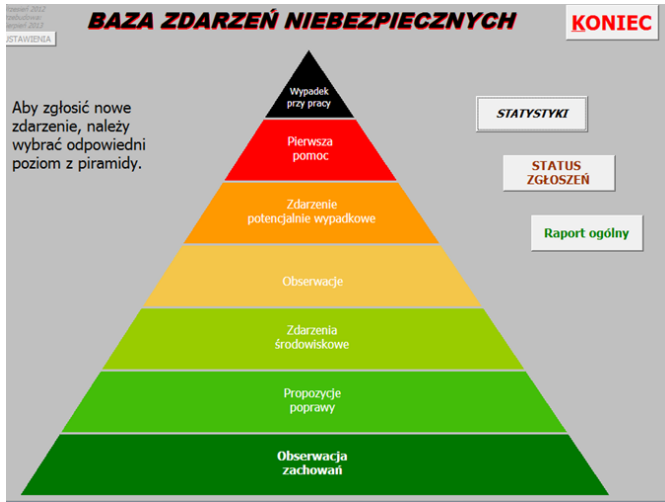
5. RECOGNIZE



1480 records in safety database - 2016

- Improvements
- Observations
- Near miss

Trainings for
emergency team



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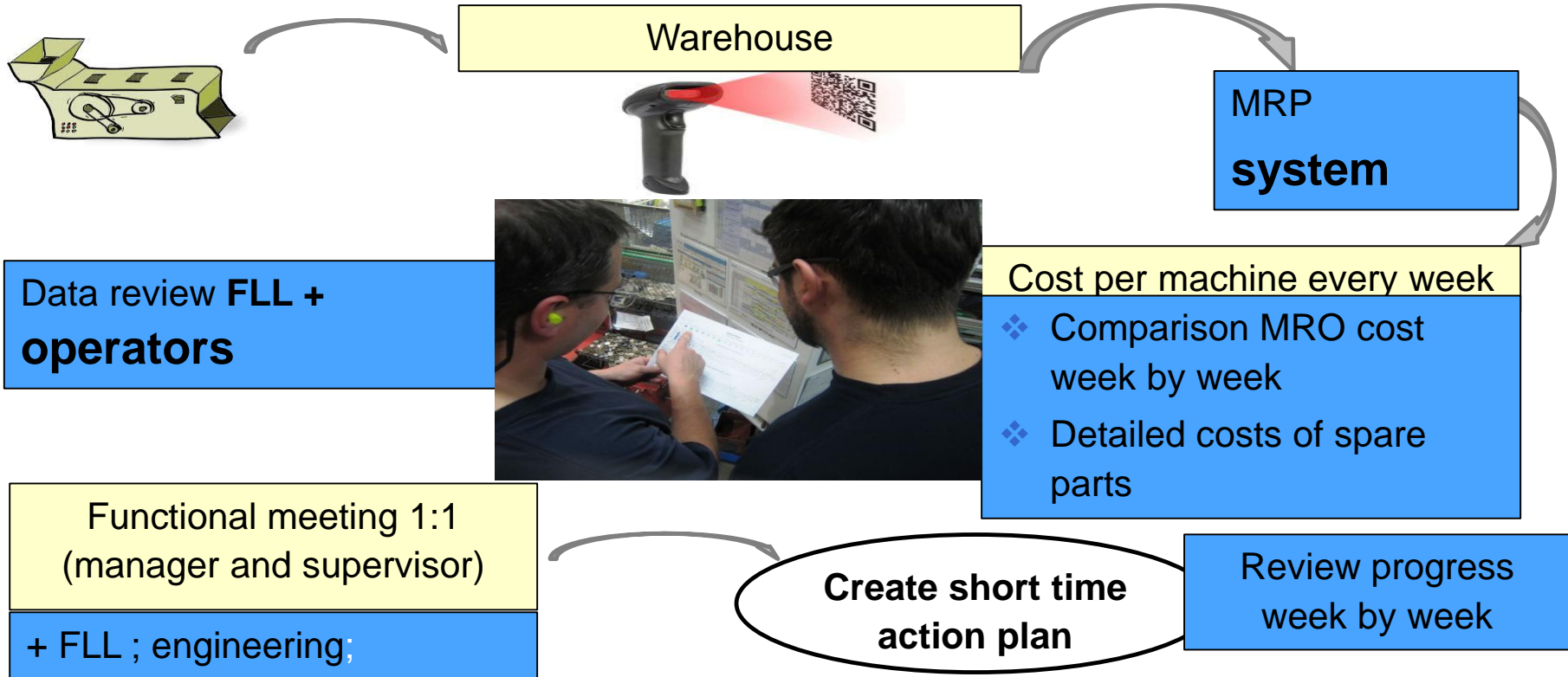


KOF: Manufacturing excellence

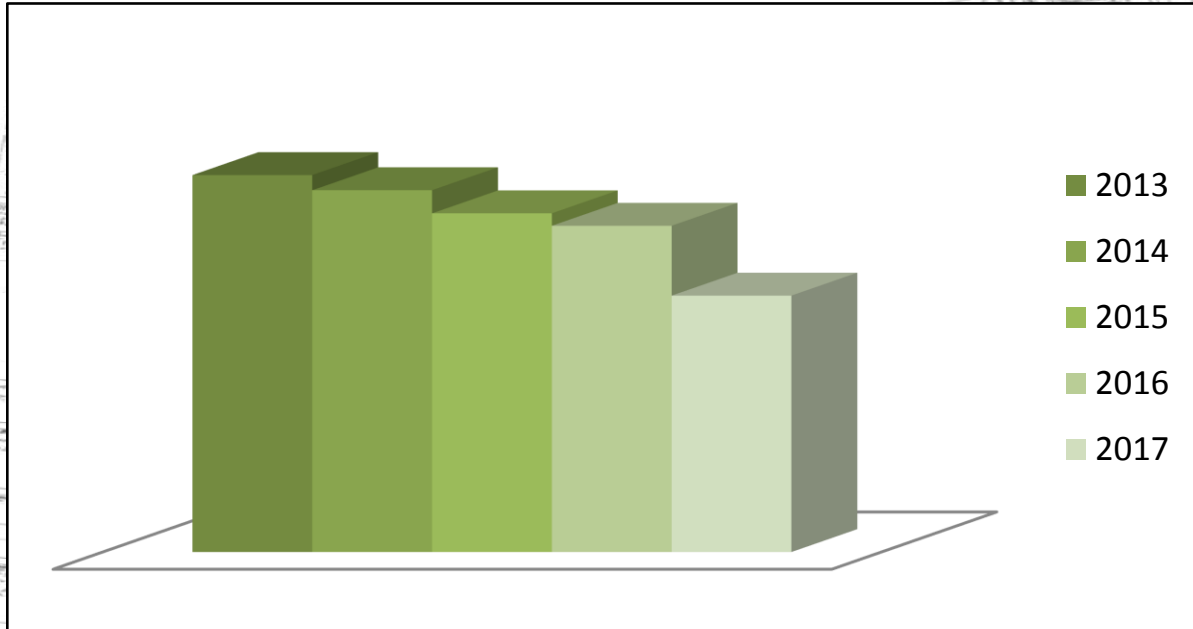
Example: Set up reduction (SMED)



MRO costs - Process flow



A3 – MRO cost reduction



49 Kaizen workshops in 2016

69,2% participants – production employees





Not only work...

Weekend under tents



Blood donation



ŻYJ
ZDROWO
NA SPORTOWO
18.06.2016r.
START: godz. 13:00
Miejsce: REKORD - Ośrodek Sportowo-Szkoleniowy

Zapisy w dziale HR do 09.06.2016r.

Szczegółowy program będzie dostępny podczas zapisów

- STOŁOWY TENISA STOLECZNA
- PIŁKARSTWO STOŁOWE
- MALARSTWO
- GRY NIEMALOWE
- BADMINTON
- BIARDY
- WYWIADY
- PIKNIK
- MAJOWY AIR
- WYWIADY
- MAJOWY AIR
- WYWIADY
- WYWIADY
- WYWIADY
- WYWIADY

Blue Week



Bathroom before and during the work!



Donators club from Eaton



Bathroom after renovation

Basics - really?



Lessons learned

- ❖ **Employees** will help you if you **engage** them.
- ❖ **Operators** can be an engine for CI if you give them the **opportunity**.
- ❖ People are our **greatest strength**.
- ❖ „**Measure** what you can, make measurable what you can't”
- ❖ Some projects do not require **money** to create **savings**, just thinking **out of the box** 😊

EATON

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